

POSITION DESCRIPTION IMPORTANT: PLEASE READ INSTRUCTIONS ON PAGES 2 and 3

OSER-DMRS-10 (Rev. 08-2013) State of Wisconsin Office of State Employment Relations	1. Position No. 305498	2. Cert / Reclass Request No.	3. Agency No. 437
4. NAME OF EMPLOYEE	4. DEPARTMENT, UNIT, WORK ADDRESS: Department of Children and Families Division of Milwaukee Child Protective Services Initial Assessment Bureau 635 N. 26 Street Milwaukee, WI 53233		
6. CLASSIFICATION TITLE OF POSITION DCF Manager			
7. CLASS TITLE OPTION (to be filled out by Human Resources Office)	8. NAME AND CLASS OF FORMER INCUMBENT		
9. AGENCY WORKING TITLE OF POSITION Bureau Director, Initial Assessment Bureau	10. NAME & CLASS OF EMPLOYEES PERFORMING SIMILAR DUTIES		
11. NAME AND CLASS OF FIRST-LINE SUPERVISOR Mary Pat Bohn, Deputy Administrator	12. FROM APPROXIMATELY WHAT DATE HAS THE EMPLOYEE PERFORMED THE WORK DESCRIBED BELOW?		

13. DOES THIS POSITION SUPERVISE SUBORDINATE EMPLOYEES IN PERMANENT POSITIONS? ☒ Yes ☐ No IF YES, COMPLETE AND ATTACH A SUPERVISOR EXCLUSION ANALYSIS FORM (OSER-DCLR-84).

14. POSITION SUMMARY _ PLEASE DESCRIBE BELOW THE MAJOR GOALS OF THIS POSITION:

15. DESCRIBE THE GOALS AND WORKER ACTIVITIES OF THIS POSITION (Please see sample format and instructions on Page 3.)

- GOALS: Describe the major achievements, outputs, or results. List them in descending order of importance.
- WORKER ACTIVITIES: Under each goal, list the worker activities performed to meet that goal.
- TIME %: Include for goals and major worker activities.

TIME %

GOALS AND WORKER ACTIVITIES

(Continue on attached sheets)

See Attached

16. SUPERVISORY SECTION - TO BE COMPLETED BY THE FIRST LINE SUPERVISOR OF THIS POSITION (See Instructions on Page 2)

a. The supervision, direction, and review given to the work of this position is ☐ close ☐ limited ☒ general.

b. The statements and time estimates above and on attachments accurately describe the work assigned to the position.
(Please initial and date attachments.)

Signature of first-line supervisor _____ Date _____

17. EMPLOYEE SECTION - TO BE COMPLETED BY THE INCUMBENT OF THIS POSITION

I have read and understand that the statements and time estimates above and on attachments are a description of the functions assigned my position.
(Please initial and date attachments.)

Signature of Employee _____ Date _____

18. Signature of Human Resources Manager _____ Date _____

DISTRIBUTE COPIES OF SIGNED FORM TO:

☐ P-FILE

☐ SUPERVISOR

☐ EMPLOYEE

☐ CERT REQUEST COPY

CLASSIFICATION TITLE- SUB-TITLE

DCF Manager / Initial Assessment Bureau, Director

POSITION SUMMARY

The Bureau Director reports to the Deputy Division Administrator of the Division of Milwaukee Child Protective Services (DMCPS) and serves as a member of the Division's executive team with primary responsibility for directing and overseeing the Initial Assessment service delivery to children and families in Milwaukee County. The Bureau Director is responsible for the overall function of the Initial Assessment Bureau including strategic program planning, development and implementation; development and integration of policies and practices; preparation and management of Bureau's budgets; and development and implementation of Bureau's short and long term goals and objectives that are consistent with Division and Departments' standards and guidelines.

This Bureau Director administer the delivery of consistent, efficient, and high quality services to children and families to ensure the safety and well-being of children; creates new partnerships with the community to deliver services and share responsibilities for outcomes; and develop appropriate organizational structure, system, and community response to address the needs of child welfare families. The Bureau Director oversees and manages the delivery of First Shift Initial Assessment (IA) services in Milwaukee County and supervises the Initial Assessment Program Managers who are responsible for managing the direct line work of Initial Assessment Supervisors and Initial Assessment Specialists, and supervises a Program Assistant Supervisor responsible for managing the work of the Office Associates who provide office support to the initial assessment staff.

*(Rated PD**Only)*

<u>TR1</u>	<u>TR2</u>	<u>TIME</u>	<u>GOALS AND WORKER ACTIVITIES</u>
		45%	A. Administer and direct the quality of the Initial Assessment service delivery through program planning and management, regulation of practice standards and statutes and the consistent application of policies and procedures across the Division.
			A1. Manage the child protective service initial assessment program and develop necessary county-wide programming to assure quality services.
			A2. Ensure that standards of professional and supervisory practice are maintained.
			A3. Direct the implementation of an outcome oriented approach to service planning and service provision which establishes linkages among system, program, and client outcomes.
			A4. Provide direction on the most complex child protective service case issues based on specialized knowledge and experience.
			A5. Manage an effective, consistent, and smooth case flow among access, initial assessment, and intensive in-home and ongoing services.
			A6. Ensure the timeliness of initial assessments and the delivery of court-ordered services.
			A7. Manage and direct the implementation of the program's policies, goals, and objectives.
			A8. Ensure compliance with federal and state laws, regulations standards, and policies through program operations
			A9. Implement strategies which assure integrated services and accountability for system, program, and client outcomes
			A10. Implement programs and policies which promote efficiency, effectiveness and which support the best interests of the child
			A11. Coordinate efforts to strengthen service delivery based on evaluation data.

- 25% B. Oversee the assessment of program needs and the evaluation of the effectiveness of service delivery.**
- B1. Establish and maintain appropriate organizational structures within the Bureau to ensure sufficient and adequate number of staff to provide timely, and critical initial assessment service delivery.
 - B2. Manage the development and implementation of strategies for routine analysis of workflow issues to allow for timely resolution of problems
 - B3. Identify trends regarding the service delivery workforce, community, contract providers and consumers; analyze trends and recommend strategies to address these trends.
 - B4. Direct and manage the implementation of strategies for assessing the county's community response to child welfare through studies, surveys and other methodologies.
 - B5. Prepare and manage the Bureau's budget to ensure sufficient system response to child welfare families.
 - B6. Implement strategies for program and contract reviews in order to assure quality.
 - B7. Direct the implementation of efforts to strengthen service delivery based on data received through program and contract reviews.
 - B8. Provide leadership for the review and analysis of emergency case or program situations and implement strategies for comprehensive information sharing with staff.
 - B9. Assure the timely resolution of concerns and complaints identified by advocates, special interest groups, and/or consumers.
- 15% C. Oversee the development of working relationships with formal and informal community groups within the county, collaborate on strategies to promote child and family issues and encourage ownership by the community for the outcomes of the child welfare system.**
- C1. Individually, and with other Division staff, develop and implement strategies to create new partnerships with the Milwaukee community in understanding and resolving child welfare problems.
 - C2. Direct the development and implementation of strategies for comprehensive information sharing with community groups and key stakeholders.
 - C3. Create interest and capacity within the county for developing and managing innovative programs to improve child welfare services and address unmet needs.
 - C4. Coordinate the development of strong working relationships with the Juvenile Court, health providers, corrections system, juvenile justice system, schools, private providers, and community organizations.
 - C5. Coordinate the development of a strong working relationship between state staff and contracted staff.
 - C6. Ensure a working relationship with the W-2 program to heighten awareness of child welfare needs.

10%

D. Provision of selection, supervision, and training of bureau staff.

- D1. Direct the development and implementation of staff recruitment strategies which results in a qualified, diverse, and culturally competent staff.
- D2. Direct the interviewing, selection and recommendations for the hiring of qualified staff.
- D3. Set objectives and standards for employee performance and provide for employee training, progressive work assignments and career path planning; develop evaluations for all staff and update as required.
- D4. Promote an attitude of positive customer service and a team concept throughout the staff.
- D5. Empower employees to make decisions and do their job within the framework of their responsibility.
- D6. Direct the planning and assure provision of a comprehensive orientation for staff.
- D7. Evaluate employee performance, counsel employees, take appropriate disciplinary action, acknowledge or provide formal recognition of good performance and resolve grievances as needed.
- D8. Assure the assessment of staff training needs, the development and implementation of training plans and the development and implementation of a staff retention strategy.
- D9. Provide direct supervision of the Program Managers and Program Assistant Supervisor, meeting and consulting with them regularly.
- D10. Assist in developing joint training programs/meetings to ensure that state staff and contracted staff are receiving like information.

3%

E. Implement Affirmative Action/Equal Employment Opportunity compliance plan within areas of responsibility in compliance with federal and state civil rights laws.

- E1. Review bureau hiring selection processes to assure fairness and equal opportunity with standards for all applicants.
- E2. Review bureau disciplinary actions, resignations, and dismissals for compliance with standards and rules.
- E3. Provide information and direction to staff to assure support for Department Affirmative Action/Civil Rights plans.

2%

F. Administration of health and safety practices.

- F1. Review workplace health and safety expectations with employees.
- F2. Inform department safety staff of potential hazardous situations.
- F3. Investigate and report workplace accidents in a timely manner.
- F4. Attend safety meetings and trainings as required.

KNOWLEDGE. SKILLS AND ABILITIES

1. Knowledge of theory, principles, and practices in the field of public child welfare.
2. Knowledge of public child welfare program functions, principles and practices.
3. Knowledge of federal and state laws, regulations, standards, and policies in child protective service and out-of-home care of children in the public child welfare system in Wisconsin.
4. Knowledge of the theories and practices of administration, management, and supervision of public child welfare services.
5. Knowledge of child abuse and neglect program functions including access and initial assessment.
6. Knowledge of the theories and practices of successful program and policy development and implementation in public child welfare services.
7. Knowledge of Wisconsin's private child welfare service providers.
8. Knowledge of budgeting practices and processes for state and local child welfare agencies.
9. Skill in oral communication sufficient to successfully articulate issues and engage the support of legislators and other public officials, providers, advocates and service recipients.
10. Working knowledge of Children's Court and court processes for child abuse and neglect cases.
11. Knowledge of the principles of cultural competence and the ability to provide effective child protective services that are responsive to the culture and diversity within the populations served.
12. Knowledge of child safety and maltreatment issues.
13. Knowledge of leadership and supervisory principles and practices.
14. Demonstrated abilities in decision-making and conflict resolution.
15. Demonstrates awareness of timelines for action as well as legal requirements of child abuse and neglect cases.
16. Knowledge of Equal Employment/Affirmative Action Compliance implementation.
17. Knowledge of program and policy development and implementation.
18. Ability to establish collaborative relationships with a variety of stakeholders that lead to results and informal and formal relationship.

Management Exclusion Analysis

Wisconsin Human Resources Handbook Ch. 324 Compensation and Labor Relations Issue Date: March 1998 Revised: February 2013

This analysis should be completed by the position's supervisor and reviewed by the agency human resources representative prior to classifying a position as "management." The information will be used to assist in determining if the position is performing duties which support inclusion of the position in a career executive or other management classification, resulting in exclusion of the position from bargaining unit representation.

Wisconsin Statute s. 111.81(13), excludes management personnel from the definition of employee for collective bargaining purposes. Section 111.81(13) defines "management" to include "those personnel engaged predominately in executive and managerial functions, including such officials as division administrators, bureau directors, institution heads, and employees exercising similar functions and responsibilities as determined by the [Wisconsin Employment Relations] Commission."

The Commission referenced above is the Wisconsin Employment Relations Commission (WERC) which, under s. 111.825(3), assigns eligible employees to the appropriate bargaining units and ultimately determines the appropriateness of management exclusions.

Position Identification Data

1. Name of Employee (if filled): _____
2. Civil Service Classification: DCF Manager
3. Department and Division: Children & Families / Division of Milwaukee Child Protective Services
4. Bureau, Section, and Unit (or comparable): Initial Assessment Bureau
5. Name and Classification of Supervisor: Mary Pat Bohn, Deputy Administrator
6. Name and Complete Civil Service Title of Former Incumbent (if any): _____

In Case 33, No. 16403, SE-65, Decision No. 11640-C, the WERC used the following criteria in determining if employees were management. (Some of the statements are interpretations of statements made by the WERC rather than statements actually made in the decision.)

7. If the employee is a division administrator, bureau director, or institution head, the employee is, per se, management.
8. If the employee is not a division administrator, bureau director, or institution head, and if the employee is engaged predominately in executive and managerial functions similar to those engaged in by division administrators, bureau directors, or institution heads, the employee is management.

"Predominate function" is defined as the primary duties performed by the employee. If the primary duty is to provide legal services or supervise and review the work of others for compliance with established policy, the employee is not engaged predominately in executive and management functions, even though some of the time is spent in formulation, determination, and implementation of management policy. Predominate functions may be based on importance or percent of time spent. Generally, percent of time spent will be the determining factor.

Management Exclusion Analysis

Wisconsin Human Resources Handbook Ch. 324 Compensation and Labor Relations Issue Date: March 1998 Revised: February 2013

“Executive and management functions” are defined as:

- a. participation in a significant manner in the formulation, determination, and implementation of management policy; or,
- b. effective authority to commit the employer's resources. To participate in a significant manner in the formulation, determination, and implementation of management policy, the employee must have greater authority than merely offering advice to higher-level management which may accept or reject the recommendation, or must do more than serving on a management team/committee which must reach consensus. Formulation, determination, and implementation of management policy must be the primary duty of the employee and must be at a level similar to that exercised by division administrators, bureau directors, and institution heads.

Case 33 did not address the resource commitment aspect of the executive and managerial functions. In municipal sector cases, the WERC has defined this aspect as the exercise of effective authority to commit the employer's resources such as through exercise of authority to establish an original budget or to allocate funds for differing program purposes from such an original budget when the purpose of such funds has not been previously specified.

9. Rationale for the above conclusion (use additional paper if necessary):

The Bureau Director is responsible for the overall function of the Initial Assessment Bureau including strategic program planning, development and implementation; development and integration of policies and practices; preparation and management of Bureau's budgets; and development and implementation of Bureau's short and long term goals and objectives that are consistent with Division and Departments' standards and guidelines. This Bureau Director administer the delivery of consistent, efficient, and high quality services to children and families to ensure the safety and well-being of children; creates new partnerships with the community to deliver services and share responsibilities for outcomes; and develop appropriate organizational structure, system, and community response to address the needs of child welfare families.

A signature below means the position has been reviewed and you have concluded it meets the definition of management found in s. 111.81(13), Wis. Stats.

Supervisor Signature _____ Date _____

Human Resources Representative _____ Date _____

Supervisor Exclusion Analysis
Wisconsin Human Resources Handbook Ch. 324
Compensation and Labor Relations Issue Date: March 1998 Revised: February 2013

This information is to be provided by the position's supervisor and reviewed by the agency central office human resources representative for both filled and vacant positions and must be submitted as part of any position description (PD) for a position performing supervisory responsibilities (i.e., if # 13 of the PD is checked YES). This information will be used to determine (1) if the position is performing supervisory functions and thus should be allocated to a supervisory classification and (2) what supervisory classification is appropriate based on the total duties of the position.

According to s. 111.81(19), Wis. Stats., a supervisor is any individual "who has authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline employees, or to adjust their grievances, or to authoritatively recommend such actions" and "whose principal work is different from that of the subordinates." The criteria used by the Wisconsin Employment Relations Commission (WERC) to apply this definition include: the authority to effectively recommend the hiring, promotion, transfer, discipline or discharge of employees; the authority to direct and assign the workforce; the number of employees supervised (typically a minimum of 3 FTE permanent employees); the amount of time spent supervising; the number of other persons exercising greater, similar or lesser degrees of authority over the same employees; the level of pay, including an evaluation of whether the supervisor is paid for skill or supervision of employees; whether the supervisor is primarily supervising an activity or is primarily supervising employees performing the activity; whether the supervisor is a working supervisor or whether he/she spends a substantial majority of his/her time supervising employees; and the amount of independent judgment and discretion exercised in the supervision of employees. The WERC ultimately determines the appropriateness of supervisory exclusions.

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6. Name and Complete Civil Service Title of Former Incumbent (if any): _____

7. Supervisory Responsibilities

- a. In view of the definition statement and criteria listed in the second paragraph of this form, does the incumbent of this position:

- (1) have the responsibility for directly supervising the activities of other classified employees?
☒ YES ☐ NO
- (2) have the responsibility for supervising the activities of lower level supervisors?
☒ YES ☐ NO
- (3) meet the definition statement and criteria?
☒ YES ☐ NO

- b. List the official classification titles and number of permanent classified employees (full or part-time) directly supervised by the incumbent. If this position supervises lower level supervisors, indicate the number of employees supervised by the lower level position(s) in parentheses after the classification title of the position. (NOTE: LTE, student, patient/inmate, volunteer, and unclassified employees should be specifically identified since the direction of these individuals is not considered to warrant supervisory status.)

Supervisor Exclusion Analysis

c. What percentage of this position's total time is allocated to each of the following?

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1) Supervisory functions (i.e. hiring, dismissing, disciplining employees, evaluating performance, settling grievances)? | <u>15%</u> |
| 2) Activities relating to supervisory responsibilities (i.e., establishing operating procedures, reviewing work of subordinates, counseling subordinates on performance, training and orienting new employees, performing related administrative functions, etc.)? | <u>15%</u> |
| 3) Performance of other work activities similar to those of the employees supervised | <u>10%</u> |
| 4) Performance of other non-supervisory work activities different from those of the employees supervised (including program administration)? | <u>60%</u> |

*NOTE: The totals of c.1), 2), 3), and 4) must equal 100%.

100%
*100%

8. Organizational Relationships

List (in order of descending authority) the names and classification titles of all other positions in the employing unit in the chain of command over the employees listed in 7.b.

Vacant, Administrator and Mary Pat Bohn, Deputy Administrator

A copy of the organizational chart must be attached for the immediate work unit (i.e., the organizational unit which includes the employees supervised), including the names and classifications of all employees.

9. Supervisory Activities

Is this position identified as a formal step in the employee grievance procedure? ☒ YES ☐ NO
(If no, list below the name and classification of the first formal step in the grievance procedures for the employees listed in 7.b.)

A signature below means the position has been reviewed and you have concluded it meets the definition of supervisor found in s. 111.81 (19), Wis. Stats.

Supervisor _____ Date _____

Human Resources Representative _____ Date _____

To be completed by Incumbent (for filled positions):

☐ I agree with the preceding statements.

☐ I do not feel that the preceding statements are accurate for the reasons indicated below.

☐ No Comment _____

Employee Signature _____ Date _____